

Behaviour Change Strategy

Steinhoff UK Retail Ltd

Steinhoff are one of the UK's largest manufacturers and retailers of beds and home furniture. Their brands include Bensons for Beds and Harveys with over 550 UK stores in high streets and retail parks. Energy costs in the retail side of the business are in excess of £3.5 million per year. Electricity is mainly used for lighting, heating, air-conditioning, ventilation and small power use.

The Challenge

Virtually all the energy is controlled within each store and this presents a behavioural opportunity for store staff to save energy. Stores open nearly every day of the year and there are three time zones of energy use:

- During trading hours
- Two 'shoulder' periods when staff are present immediately before and after trading
- Store closure when no one is present in the store

Dan Hubbard, Group Energy Manager of Steinhoff recognised there was a behavioural opportunity to engage store staff to reduce energy use. Dan was also aware that it was important to go beyond 'switch off' messages for a lasting impact and that the science of psychology needed to be applied.



The Solution

In January 2017 Steinhoff appointed Dr Phillipa Coan, a behaviour psychologist consultant from STRIDE and energy consultant, John Mulholland, from Mulholland Energy to conduct a needs/opportunity analysis and develop a behavioural strategy to achieve savings. Together they visited eight typical sites across the UK and met with Regional Managers, Store Managers, the Learning and Development Manager, advisers from HR, Internal Communications and the Support Services and Facilities Manager. In addition, half hourly electricity profiles were examined to assess potential opportunities and savings.



With this data John Mulholland identified eight key behavioural opportunities that would have the biggest impact on energy consumption. Dr Coan then applied key behavioural principles to develop a six-point strategy covering:

- Commitments
- Communications
- Training
- Feedback
- Formal Appraisal
- Champions

The strategy tied into the company's existing vision, values, communications and training culture. It also harnessed data from a new energy reporting system which helped identify savings and opportunities.

In March 2017 the strategy was approved by the Board and the programme was launched as part of the Energy Institute's (EI) 100 Day Challenge. The EI initiative is seeking to bring together large energy users, behaviour psychologists working in sustainability and energy consultants involved in behaviour change. The purpose is to examine how collaboration of the two professions can provide better outcomes with greater energy savings by engaging employees to save energy.

Following our ESOS audits and analysing energy data, it was clear that significant savings could be achieved by engaging our store staff.

With the retail environment exclusively focused on customer service and sales, we recognised we needed a strategy to engage staff without cost reduction as a main driver in behaviour change.

We appointed Mulholland Energy and STRIDE to assist in the development of the strategy and to accelerate a launch process. This was achieved in a limited time frame to an excellent standard. We feel confident the strategy will work and look forward to launching the initiative as part of the Energy Institute's 100 Day Challenge.



Dan Hubbard, Group Energy Manager, Steinhoff UK Group Property

The Result

The implementation of the 100 day programme was conducted internally by Steinhoff staff. It resulted in a 3.4% reduction in electricity taking into account seasonal variations and measuring representative savings in stores which were not subjected to technical energy saving measures. So the savings were achieved by behaviour change.

